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DEPARTMENT OF DEFENSE
DEFENSE INTELLIGENCE SCHOOL
NAVAL DISTRICT WASHINGTON
WASHINGTON, D. C. 20380-11
OFFICE OF THE COMMANDANT

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20 JAN 1975

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Mr. Alfonso Rodriguez
Director of Training
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Rodriguez:

This letter is part of a continuing effort to keep you advised of progress by the Defense Intelligence School toward obtaining authorization to award the degree of Master of Science in Strategic Intelligence (MSSI). The School is currently involved in the second year of its pilot degree program. The first group of 29 students graduated on 14 June 1974 from the ten-month Postgraduate Intelligence Course (PGIC) and are now engaged in Phase II, a one-year practicum in intelligence which culminates with the submission of an original intelligence research paper and the taking of an oral comprehensive examination. In addition to 1 candidate last year, there is 1 candidate from your agency this year enrolled in the PGIC phase of the program.

In December 1974, seven of the MSSI candidates returned to the School to meet with their faculty advisors and the new MSSI candidates in this year's PGIC. Particularly gratifying was the exchange between candidates from last year and those in the present Postgraduate Intelligence Course. These MSSI candidates affirmed the value and usefulness of instruction to their present positions.

We are happy to announce that the U. S. Commissioner of Education, Dr. T. H. Bell, has given his official determination that "the Defense Intelligence School satisfies established criteria for authorization to award the degree, Master of Science in Strategic Intelligence." Commissioner Bell is now proceeding to notify the Secretary of Health, Education and Welfare and the Director of the Office of Management and Budget of his determination. In addition, Dr. Albert Hall, ASD(I), in stating his full concurrence has directed the General Counsel of the Defense Department to introduce to Congress, for its January session, legislation for enactment, enabling the Defense Intelligence School to award the MSSI degree. Candidates completing all degree requirements prior to Congressional authorization will receive diplomas retroactively.

The Defense Intelligence School persists in its commitment to supply the Intelligence Community with highly trained and motivated personnel. Your agency's continued participation in our program in FY 76 is both encouraged and welcomed.

We shall inform you of further significant developments.

Sincerely,

W. J. Furnas

W. J. FURNAS
Captain, USN
Commandant



DEPARTMENT OF DEFENSE
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NAVAL DISTRICT WASHINGTON
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JUN 7 1974

Mr. Alfonso Rodriguez
Director of Training
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Rodriguez:

Last year, upon the recommendation of the Director, Defense Intelligence Agency, the Assistant Secretary of Defense for Intelligence authorized the Defense Intelligence School to initiate a two-year pilot program leading to the degree of Master of Science in Strategic Intelligence (MSSI). On 14 June 1974, the first group of 29 students will graduate from the ten-month Postgraduate Intelligence Course, thereby completing Phase I of the pilot program. These MSSI candidates will begin Phase II, a one-year practicum in intelligence which culminates with the submission of an original intelligence research paper and the taking of an oral comprehensive examination. Among the current candidates for the degree, there is one civilian from your agency.

At the same time as authorizing the pilot program and in conformance with established federal policy regarding the granting of academic degrees by Federal agencies and institutions, the Assistant Secretary of Defense for Intelligence requested the U.S. Commissioner of Education to form a Review Committee of impartial educators to conduct an on-site evaluation of the MSSI degree program. The purpose of the Review Committee was to provide a report which would enable the Commissioner and the Secretary of Health, Education and Welfare to make suitable recommendations to Congress pertaining to degree granting status for the Defense Intelligence School.

A site team of five prominent educators was subsequently selected by the Commissioner and conducted its review of the MSSI program at the School from 29 April through 1 May 1974. The members of the team were as follows:

Dr. Walter D. Talbot, Chairman - Utah State
Superintendent of Public Instruction

Dr. John Barrows - Director of Institutional
Studies, University of Kentucky

Dr. George L. Grassmuck - Professor of Political
Science, University of Michigan

Dr. John F. X. Irving - Dean, Seton Hall University
Law School

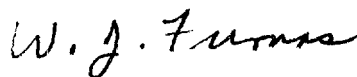
Dr. James P. Steele - Vice President, American
College of Radiology

Upon the completion of its survey, the site team issued a detailed report of its findings and observations regarding the need for, quality of, and academic freedom in the MSSSI program. (A copy of the report is enclosed for your information.) The report contains the following recommendation: "The site visiting Team recommends that the Advisory Committee on Accreditation and Institutional Eligibility report a favorable recommendation to the Commissioner of Education that he recommend to Congress that the Defense Intelligence School be provided with statutory authority to award the degree of Master of Science in Strategic Intelligence."

In conclusion, with the receipt of this favorable recommendation, we wish to note that the MSSSI program continues to move forward and remains on its established schedule for gaining degree-granting authority. Once the Commissioner of Education indicates his support of the program, the Defense Department will introduce the necessary legislation for enactment by Congress to enable the School to award the degree. All candidates who complete the degree requirement prior to Congressional authorization will receive their diplomas on a retroactive basis.

We are looking forward to your Agency's continued participation in the program in FY-75, and we shall keep you informed of significant developments.

Sincerely,



W. J. FURNAS
Captain, USN
Commandant

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Record of the Site Review Team which visited the Defense
Intelligence School of the Department of Defense for
Review of the School's Proposed Degree Program for the
Master of Science in Strategic Intelligence

April 29 - May 1, 1974

Site Committee

Dr. Walter D. Talbot, Chairman
Dr. John E. Barrows
Dr. George L. Grassmuck
Dr. John F. X. Irving
Dr. James P. Steele

BACKGROUND

The Department of Defense, by a letter dated September 14, 1973, from Assistant Secretary of Defense Albert C. Hall, informed U. S. Commissioner of Education John R. Ottina, that the Defense Intelligence School of the Department was initiating a Pilot Graduate Degree Program designed to lead to a Master of Science Degree in Strategic Intelligence. The letter indicated that the Department of Defense also was preparing the necessary legislative bill for enactment by Congress in order to enable the School to award the degree.

Secretary Hall, in conformance with established Federal policy regarding the granting of academic degrees by Federal agencies and institutions, requested that Commissioner Ottina designate an impartial Review Committee of educators to conduct an evaluation of the degree program in question. The purpose of the on-site evaluation was to provide a report which would enable the Commissioner and the Secretary of Health, Education and Welfare to make suitable recommendations to Congress pertaining to degree granting status for the School.

On October 4, 1973, Commissioner Ottina addressed a letter to Secretary Hall informing him that, in lieu of creating a special Review Committee for this evaluation, the Commissioner had designated the Advisory Committee on Accreditation and Institutional Eligibility as the Review Committee which would address itself to this matter. Commissioner Ottina further related that a subcommittee of the Advisory Committee would conduct a site visit at the School.

Captain Wendell J. Furnas, USN, Commandant of the Defense Intelligence School, was informed by letter from the Office of Education, dated January 23, 1974, of the dates established for the site review, the members of the site review Team, and the overall procedures under which the evaluation would be conducted.

The site Team visited the School on April 29, 30, and May 1, 1974. The Team was composed of:

Dr. John E. Barrows
Dr. George L. Grassmuck
Dr. John F. X. Irving
Dr. James P. Steele
Dr. Walter D. Talbot

Dr. Talbot served as chairman of the Team, and Mr. John R. Proffitt, Director, Accreditation and Institutional Eligibility Staff, Office of Education, accompanied the Team in order to provide staff support.

The Team convened in the Office of Education at 8:45 a.m. on Monday, April 29, for a briefing by Mr. Proffitt. After the briefing, the Team proceeded to the Department of Defense in order to accomplish necessary security clearance procedures.

INTRODUCTION

Team members initially met with the Honorable Albert C. Hall, Assistant Secretary of Defense for Intelligence, Major General H. P. Smith, Captain Wendell J. Furnas, United States Navy and Commandant of the Defense Intelligence School, Dr. Robert L. Plumb, Chief Educational Advisor, and other key members of the School staff at a luncheon where Secretary Hall described very briefly the nature of intelligence work and the need for the School.

The afternoon of the first day was spent in receiving major presentations by Captain Furnas, Dr. Plumb and others concerning the purposes and goals of the Master's Degree Program in Intelligence, the unique aspects of the Defense Intelligence School and the rationale for the petition to grant a Master of Science in Strategic Intelligence (MSSI) degree.

A tour of the School and its facilities culminated the formal aspects of the first day's work. Library and reference services were noted, and classroom space and general accommodations were visited. Team members then met to discuss the format of its formal report and specific points of relevant data, reports and observations.

Tuesday, April 30, brought concise briefings on Intelligence Research Resources and the practicum which gives students an opportunity to apply practical solutions to problems of management of intelligence through the use of simulation.

Members of the Team then spent time with individual students and faculty in an effort to gain a perspective regarding how faculty objectives are translated into student actions and to find out if there exists a common understanding of participants regarding the goals and purposes of the School. This exercise produced much insight into the accomplishments and problems of the School.

A current intelligence briefing on military and political activity in selected "hot spots" of the world was attended by members of the Team in an effort to obtain understanding of some of the common activities of the students. A special presentation titled "Current Status of the Sino-Soviet Border Situation" showing weapon and troop deployment in the various military regions along the common USSR and China borderland during the period of 1965 to the present gave an interesting perspective to the unique and essential character of the training program.

During an executive session in the afternoon of the second day, work assignments of Team members were given so that the format and body of the report could be finalized. At that session, it was decided that a report on the program with reference to meeting the standards would be given to the Advisory Committee on Accreditation and Institutional Eligibility and a report on recommendations for improvement of the program would be given to the Commandant of the Defense Intelligence School.

Opportunities were provided for Team members to hold free and open discussions with resident and visiting faculty members. These discussions were helpful in establishing points of view and in clarifying issues and problems.

An exit interview session with the Commandant and key staff members was held near noon on Wednesday, May 1, during which Team members expressed their thoughts on the visit and the Commandant was permitted to ask questions of Team members. The general impressions of members of the Team were reflected in that meeting.

APPLICATION OF CRITERIA

Criterion One: The conferring of the authority to grant the graduate degree in question is essential to the accomplishment of the program objectives of the applying agency.

The Team, after careful consideration, concluded that the authority to award the degree of Master of Science in Strategic Intelligence was essential to the objectives of the Defense Intelligence School and its program of instruction for the following reasons:

- a. To encourage DIS faculty and qualified student participation in programs of Strategic Intelligence research in order to develop a body of knowledge and a cadre of educated personnel in a unique field that is of significant importance and meaning. The Team was impressed with the quality of the research work and its potential benefit to the Nation.
- b. Though attendance at the School may be by assignment, participation in the "Master's" program is voluntary. The program is sufficiently demanding and time consuming that the awarding of a degree is a necessary inducement to maintain a highly qualified student body from both the military and civilian agencies.
- c. The program objective is to supply to the Nation with a highly trained and motivated body of people in the field of Strategic Intelligence. The degree opportunity is essential to meeting this goal and to providing for career development and advancement.

d. To enable the DIS to seek accreditation, following Congressional action, from appropriate accrediting agencies.

e. To attract high-quality military and civilian faculty.

Criterion Two: The graduate program in question and/or the graduate degrees proposed cannot be obtained on satisfactory terms through the facilities of existing non-Federal institutions of higher education.

The Team found that the Master's program in Strategic Intelligence is unique at three levels: the basic thrust; the resources on which the program is built; and its considerable potential. A few comments on each is in order.

(1) Basic Thrust - The Master's program attempts to professionalize intelligence work and simultaneously to improve the Nation's capability in this field. The students largely are drawn from the three branches of the Armed Forces. Each branch has its own curriculum needs and these are incorporated without difficulty into the program. Such assimilation might be far from difficult if the program were housed at a civilian university. Further, there may well be some hostility for the military man who pursues a Master's program on a university campus in the controversial field of intelligence gathering. No civilian university is now offering anything similar.

(2) Resources Available - Confidential material is made available to the students and faculty for classroom use and for intensive research. These classified materials could not be released in a non-military setting. Pulling the Master's program away from the Defense Intelligence Agency would sever the students from this unique study material.

(3) Potential - The program hopes to professionalize the intelligence career person. A by-product may be the development of a sense of fraternity among such persons. The School can play a major role here in helping identify the trappings of other professions that can also characterize the profession known as "Intelligence." Obviously, a secret operation such as Intelligence has problems with acceptance in an open society. It appears that no other school can advance this goal.

Criterion Three: The graduate program conducted by the applying agency meets the standards for the degree or degrees in question which are met by similar programs in non-Federal institutions of higher education.

The members of the Team agree that the program for the Master of Science in Strategic Intelligence compares favorably in rigor and quality with similar master's degree programs in non-Federal institutions of higher education. The elected and required courses, the total class hours, the faculty/student ratio, and the instructional equipment, including library materials, are equal to, or exceed, the capacities and requirements of many other first and second year graduate degree programs elsewhere in the United States.

The Defense Intelligence School (a name that should be reconsidered because its work is post-graduate and not just schooling, and because there is already a Federal educational institutional hierarchy in which nomenclature is significant) does direct its principal plans and efforts toward the development and professionalization of well-defined intelligence capabilities and their related skills. The broad orientation and purpose of the work thus clearly is defined for both students and faculty. Such central targeting does strengthen order and motivation within a graduate program, as seen by the site visit Team.

By the same token, this central targeting can, and does, prompt duplication of effort and, if care is not exercised, of course content. Course descriptions in the MSSSI Program Syllabus sometimes appear repetitive, at least to the non-military educator's ear.

These are matters over which faculties in all graduate institutions deliberate and dispute repeatedly, as does the faculty at the Defense Intelligence School. Such introspective analysis and improvement is part of the academic cloth and should be encouraged here.

The leavening qualities are at hand, certainly, so that the acquisition of degree-giving status ought to lend reputation and strength to the academic attributes and activities which are now gaining stature and status--and which can help to nurture the innovative thought which must be further encouraged at this institution.

Criterion Four: The administration of the graduate program concerned is such that the faculty and students be free to conduct their research activities as objectively, as freely, and in an unbiased manner as that found in other non-Federal institutions of higher education. The existence of an advisory committee of educators from regularly-constituted institutions shall be regarded as some evidence of the safeguarding of freedom of inquiry. Accreditation by an appropriate accrediting body, if such exists, shall be regarded as another safeguard.

It is the consensus of the Team that the faculty, staff and students are quite aware of the value of maximum freedom in the research component of the program; moreover, it seems evident that they have elected a deliberate policy to insure such an academic climate.

Examination of working papers and other documents suggests what is found in non-Federal institutions (at comparable degree levels): (1) variations in quality and (2) a wide range of subject matter and title. It is the latter which further serves as evidence of a healthy academic climate.

The functioning of the School's Board of Visitors should help insure a future guarantee.

RECOMMENDATIONS

The site visiting Team recommends that the Advisory Committee on Accreditation and Institutional Eligibility report a favorable recommendation to the Commissioner of Education that he recommend to Congress that the Defense Intelligence School be provided with statutory authority to award the degree of Master of Science in Strategic Intelligence.